

Date

Dear (Rank) Lastname,

People are the Army, and I am committed to the health and well-being of all Soldiers. That is why I am personally contacting you to learn more about your experience in the Army. Please take this opportunity to add your voice to help the work we are doing to improve the lives of every Soldier.

To participate:

QR

1. Go to **DoDSurveys.mil** on any computer, tablet, or smartphone
2. Log in with your **unique Ticket Number: [XXXXXXXX]**
3. Complete the survey **by X Date** to be removed from the contact list

Your feedback is important and participation is considered **Official Business**. You can respond during the duty day, or any time convenient to you, on **any government or personal device**. Participation is voluntary and all individual responses are confidential and will not be shared with your commanders.

Your response matters. By responding, you help shape the policies, programs, and training that impact you and your fellow Soldiers. If we do not hear from you, we will contact you again by mail and email to remind you of this opportunity.

I know that you are very busy, so I deeply appreciate you taking your time to complete this survey. Thank you for your service and your commitment to our Army and our Nation.

People First - Winning Matters - Army Strong!

[INSERT SIGNATURE]

James C. McConville
General, U.S. Army
Chief of Staff of the Army

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date

Dear (Rank) Lastname,

Our Sailors are our most important resource, and I am committed to the health and well-being of every Sailor in our fleet. That is why I am personally contacting you to learn about your experiences in the Navy. This is your chance to add your voice to work we are doing to improve the lives of every Sailor.

To participate:

QR

1. Go to **DoDsurveys.mil** on any computer, tablet, or smartphone
2. Log in with your **unique Ticket Number: [XXXXXXXX]**
3. Complete the survey **by X Date** to be removed from the contact list

Your feedback is important and participation is considered **Official Business**. You can respond during the duty day, or any time convenient to you, on **any government or personal device**. Participation is voluntary and all individual responses are confidential and will not be shared with your commanders.

Your response matters. By responding, you help shape the policies, programs, and trainings that impact you and your fellow Sailors. If we do not hear from you, we will contact you again by mail and email to remind you of this opportunity.

I know that you are very busy, so I deeply appreciate you taking your time to complete this survey. Thank you for your service and your commitment to our fleet and our Nation.

People First,

[INSERT SIGNATURE]

Michael M. Gilday
Admiral, U.S. Navy
Chief of Naval Operations

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date

Dear (Rank) Lastname,

The strength of our Corps comes from the individual Marine. I, along with senior leadership, am committed to the health and well-being of all Marines. This includes ensuring your workplaces are free from sexual harassment and sexual assault. As an organization, we remain focused on reinforcing positive, constructive behaviors while eliminating behaviors that threaten our readiness to remain a ready and lethal fighting force.

To support our efforts in protecting the well-being and healthy work environments for all Marines, I invite you to take the congressionally mandated Workplace and Gender Relations Survey.

QR

To participate:

1. Go to **DoDsurveys.mil** on any computer, tablet, or smartphone
2. Log in with your **unique Ticket Number: [XXXXXXXX]**
3. Complete the survey **by X Date** to be removed from the contact list

This survey helps me and senior leadership develop an understanding of the prevalence of sexual assault and sex-based Military Equal Opportunity violations that affects Marines' lives. **We need your voices** to help us gather more information that will assist us in addressing these ongoing issues. Participation in the survey is voluntary and survey results are reported in aggregate only, meaning data is not shared with commanders or senior leadership. **Your responses will remain confidential.**

I know you are very busy, so I truly appreciate you taking the time to complete this survey. Thank you for your service and your commitment to the Marine Corps and to our Nation.

Semper Fidelis,

[INSERT SIGNATURE]

David H. Berger

General, U.S. Marine Corps

Commandant of the Marine Corps

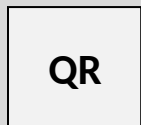
Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date

Dear (Rank) Lastname,

People are our number one priority. That is why we are contacting you to learn about your experience serving in the military. This is your chance to voice concerns directly to our senior leadership teams. Your feedback will help us make informed decisions to improve your life and the lives of your fellow Airmen, Guardians, and their families.

To participate:



1. Go to **DoDsurveys.mil** on any computer, tablet, or smartphone
2. Log in with your **unique Ticket Number: [XXXXXXXX]**
3. Complete the survey **by X Date** to be removed from the contact list

Your feedback is important and participation is considered **Official Business**. You can respond during the duty day, or any time convenient to you, on **any government or personal device**. Participation is voluntary and all individual responses are confidential and will not be shared with your commanders.

Your response matters. The feedback you provide will be combined with feedback from others in the Air Force and Space Force and will be used to directly shape programs, trainings, and policies that impact you and the members of your team.

Our sincere apologies to USSF Specialists and Sergeants if we used your old USAF ranks. Thank you for your patience as we continue to resolve our many system challenges. We value your input and appreciate your participation.

We know that you are very busy, so we deeply appreciate you taking your time to complete this survey. Thank you for your service and your commitment. We are proud to serve with you.

[INSERT SIGNATURE]

Charles Q. Brown, Jr.
General, USAF
Chief of Staff of the Air Force

[INSERT SIGNATURE]

John W. Raymond
General, USSF
Chief of Space Operations

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date

Dear (Rank) Lastname,

This was a challenging year for many, including those of us that serve in the National Guard. That is why I am personally contacting you to learn more about your experience serving this past year. I am fully committed to the health and well-being of those who serve, and I would greatly appreciate if you joined my efforts to help improve the lives of Soldiers and Airmen in the National Guard.

To participate:



1. Go to **DoDsurveys.mil** on any computer, tablet, or smartphone
2. Log in with your **unique Ticket Number: [XXXXXXXX]**
3. Complete the survey **by X Date** to be removed from the contact list

Your response matters. This survey is so important that it is considered **Official Business** and can be completed during the duty day on **any government or personal device**.

Your individual responses will be kept strictly **confidential** and will not be shared with your commanders. Your participation in this survey is completely voluntary and will be used by me and my leadership team to make improvements to the National Guard and to shape programs and training that impact you and your fellow Soldiers and Airmen.

This has been a difficult year for many of us and I know that we are all very busy. I deeply appreciate you taking your time to help me understand more about your life in the National Guard.

Thank you for helping us to be "Always Ready, Always There!"

[INSERT SIGNATURE]

Daniel R. Hokanson
General, U.S. Army
Chief of the National Guard Bureau

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

My duty is to take care of Soldiers. That is why I am personally writing to remind you of a unique opportunity to help me accomplish this goal. If you have already completed this survey, I thank you. If not, please do so as soon as you can. This survey is considered **Official Business** and can be taken online on any government or personal device or by filling out the enclosed survey form:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.



Or fill out the survey and mail it back in the pre-paid envelope.

This is my Squad

Your squad will only be successful if each of us takes ownership and does our part. Thousands of Soldiers have already responded. Help shape the policies, programs, and training that impact you and your squad.

Response is confidential

Your individual response is protected by a federal Certificate of Confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

Your response matters

I understand the sacrifices many of us have made this year, and every year, to serve our country, our communities, and our families. I want you to know that your service is greatly appreciated and that your feedback matters.

It's an honor to serve alongside you,

[INSERT SIGNATURE]

Michael A. Grinston
Sergeant Major of the Army

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

To compete and win in war, we need to constantly increase our operational readiness. Today, I am writing to remind you of a unique opportunity to help me and your commanders build a better fleet. If you have already completed this survey online, I thank you. If not, this survey is considered **Official Business** and can be completed online or with the enclosed survey form.



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.



Or fill out the survey and mail it back in the pre-paid envelope.

Shape the Navy's future

Operational readiness requires that we all do our part. Add your voice to the thousands of Sailors that have already responded and help shape the policies, programs, and training that impact you.

Response is confidential

Your individual response is protected by a federal Certificate of Confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

Your response matters

I understand the sacrifices many of us have made this year, and every year, to serve our country, our communities, and our families. I want you to know that your service is greatly appreciated and that your feedback matters.

Thank you for your prompt response and for your service to your country!

[INSERT SIGNATURE]

Michael M. Gilday
Admiral, U.S. Navy
Chief of Naval Operations

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

My duty is to take care of Marines. That is why I am personally writing to remind you of a unique opportunity to help me accomplish this goal. If you have already completed this survey, I thank you. If not, please respond as soon as you can. This survey is considered **Official Business** and can be taken online on any government or personal device or by filling out the enclosed survey form:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.



Or fill out the survey and mail it back in the pre-paid envelope.

We need your response

In the Marines, we accomplish any mission we are given. This survey is our mission. Today, I need you to add your voice to the thousands of your fellow Marines that have already responded. Your participation is voluntary and appreciated.

Response is confidential

Your responses on this survey will be kept confidential and will never be shared with anyone in your unit or command. This survey has received a federal "Certificate of Confidentiality."

Your response matters

Your input will be added to responses from other Marines to help our senior leaders and members of Congress shape future policies, programs, and trainings that impact you and your fellow Marines.

Thank you for your prompt response and for your service.

Semper Fidelis,

[INSERT SIGNATURE]

Troy E. Black

Sergeant Major of the Marine Corps

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

Our duty is to take care of Service members and their families and to provide you with the quality of service and quality of life that you deserve. We are writing to remind you of a unique opportunity to help us accomplish this goal. If you have already completed this survey, we thank you. If not, you can respond at any time. Our sincere apologies to USSF Specialists and Sergeants if we used your old USAF ranks. Thank you for your patience as we continue to resolve our many system challenges. We value your input and appreciate your participation.

This survey is considered **Official Business** and can be taken on duty using any government or personal device or by filling out the enclosed survey form:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.

Or fill



out the survey and mail it back in the pre-paid envelope.

Shape the Future

We thank the thousands of Airmen and Guardians who have already taken the survey. Add your voice to help shape the future direction of the Air Force and Space Force.

Response is Confidential

Your individual response is protected by a federal certificate of confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

Your Response Matters

We understand the sacrifices many of us have made this year, and every year, to serve our country, our communities, and our families. We want you to know that your service is greatly appreciated and that your feedback matters.

Proud to serve with you,

[INSERT SIGNATURE]

JoAnne S. Bass
Chief Master Sergeant of the Air Force

[INSERT SIGNATURE]

Roger A. Towberman
Chief Master Sergeant of the Space Force

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

My duty is to take care of the Soldiers and Airmen who serve in the National Guard. That is why I am writing to remind you of a unique opportunity to help me accomplish my mission. If you have already completed this survey, I thank you. If not, please respond as soon as you can. This survey is considered **Official Business** and can be taken online on any government or personal device or by filling out the enclosed survey form:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.



Or fill out the survey and mail it back in the pre-paid envelope.

Shape the National Guard's future

In the National Guard, each of us does our part to help our Nation and each other. Thousands of your fellow National Guard members have already responded. Add your voice today to shape the future of the Guard and the policies, programs, and trainings that impact you and your unit.

Response is confidential

Your individual response is protected by a federal Certificate of Confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

Your response matters

I understand the sacrifices many of us have made this year, and every year, to serve our country, our community, and our family. I want you to know that your service is greatly appreciated and that your feedback matters.

It's an honor to serve alongside you,

[INSERT SIGNATURE]

Tony L. Whitehead
Senior Enlisted Advisor
National Guard Bureau

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

My duty is to take care of Soldiers. That is why I am personally writing to remind you of a unique opportunity to help me accomplish this goal. If you have already completed this survey, I thank you. If not, please do so as soon as you can. This survey is considered **Official Business** and can be completed on any government or personal device:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.

This is my Squad

Your squad will only be successful if each of us takes ownership and does our part. Thousands of Soldiers have already responded. Help shape the policies, programs, and training that impact you and your squad.

Response is confidential

Your individual response is protected by a federal Certificate of Confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

Your response matters

I understand the sacrifices many of us have made this year, and every year, to serve our country, our communities, and our families. I want you to know that your service is greatly appreciated and that your feedback matters.

It's an honor to serve alongside you,

[INSERT SIGNATURE]

Michael A. Grinston
Sergeant Major of the Army

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

To compete and win in war, we need to constantly increase our operational readiness. Today, I am writing to remind you of a unique opportunity to help me and your commanders build a better fleet. If you have already completed this survey online, I thank you. If not, this survey is considered **Official Business** and can be completed on any government or personal device now:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.

**Shape the Navy's
Future**

Operational readiness requires that we all do our part. Add your voice to the thousands of Sailors that have already responded and help shape the policies, programs, and training that impact you.

**Response is
confidential**

Your individual response is protected by a federal Certificate of Confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

**Your response
matters**

I understand the sacrifices many of us have made this year, and every year, to serve our country, our communities, and our families. I want you to know that your service is greatly appreciated and that your feedback matters.

Thank you for your prompt response and for your service to our country!

[INSERT SIGNATURE]

Michael M. Gilday
Admiral, U.S. Navy
Chief of Naval Operations

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

My duty is to take care of Marines. That is why I am personally writing to remind you of a unique opportunity to help me accomplish this goal. If you have already completed this survey, I thank you. If not, please respond as soon as you can. This survey is considered **Official Business** and can be taken online on any government or personal device:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone

We need your response

In the Marines, we accomplish any mission we are given. This survey is our mission. Today, I need you to add your voice to the thousands of your fellow Marines that have already responded. Your participation is voluntary and appreciated.

Response is confidential

Your responses on this survey will be kept confidential and will never be shared with anyone in your unit or command. This survey has received a federal "Certificate of Confidentiality."

Your response matters

Your input will be added to responses from other Marines to help our senior leaders and members of Congress shape future policies, programs, and trainings that impact you and your fellow Marines.

Thank you for your prompt response and for your service.

Semper Fidelis,

[INSERT SIGNATURE]

Troy E. Black

Sergeant Major of the Marine Corps

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.

Date
Ticket Number: [XXXXXX]

Dear (Rank) Lastname,

Our duty is to take care of Service members and their families and to provide you with the quality of service and quality of life that you deserve. We are writing to remind you of a unique opportunity to help us accomplish this goal. Our sincere apologies to USSF Specialists and Sergeants if we used your old USAF ranks. Thank you for your patience as we continue to resolve our many system challenges. We value your input and appreciate your participation.

If you have already completed this survey, we thank you. If not, this survey is considered **Official Business** and can be taken on duty using any government or personal device:



Go to **DoDsurveys.mil** on any computer, tablet, or smartphone.

Shape the Future

We thank the thousands of Airmen and Guardians who have already taken the survey. Add your voice to help shape the future direction of the Air Force and Space Force.

Response is Confidential

Your individual response is protected by a federal certificate of confidentiality and cannot be shared with anyone in your unit or command. Participation is voluntary.

Your Response Matters

We understand the sacrifices many of us have made this year, and every year, to serve our country, our communities, and our families. We want you to know that your service is greatly appreciated and that your feedback matters.

Proud to serve with you,

[INSERT SIGNATURE]

JoAnne S. Bass
Chief Master Sergeant of the Air Force

[INSERT SIGNATURE]

Roger A. Towberman
Chief Master Sergeant of the Space Force

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and gender issues of military members every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-0615, call 1-571-372-1034 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, and if you have you have any questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WGR-Survey@mail.mil.